



STATE OF WASHINGTON
OFFICE OF THE STATE HUMAN RESOURCES DIRECTOR

DIRECTOR'S REVIEW PROGRAM
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April 26, 2012

TO: Teresa Parsons, SPHR
Director's Review Program Supervisor

FROM: Kris Brophy, SPHR
Director's Review Program Investigator

SUBJECT: Dixie Hayes v. Department of Enterprise Services (DES)
Allocation Review Request ALLO-11-095

Ms. Hayes' position was reallocated due to the consolidation of the Department of Printing into the Department of Enterprise Services on October 1, 2011. Effective that date, Ms. Hayes's position was reallocated from the Department of Printing's classification of "Over 22" Press Operator" to the Washington State job class Offset Press Operator. As the Director's designee, I carefully considered the position description on file for her position effective that date, and the information presented during the Director's review conference along with the verbal comments provided by both parties. Based on my review and analysis of Ms. Hayes' assigned duties and responsibilities, I conclude her position is properly allocated to the Offset Press Operator class.

Background

On October 1, 2011, the former Department of Printing merged with the newly created DES as a result of Engrossed Substitute Senate Bill 5931. The Department of Printing and its classification system ceased to exist on September 30, 2011. Because the WGS classification plan does not include the specific job classes previously used by the Department of Printing, Ms. Hayes's position as a "Over 22" Press Operator" was placed into the Washington State job classification of Offset Press Operator on a best fit basis (Exhibit 2). Ms. Hayes' position was Y-rated pursuant to Article 40.4 of the Coalition Collective Bargaining Agreement.

On October 14, 2011, the Office of the State Human Resource Director (OSHRD) received Ms. Hayes's Request for a Director's Review form appealing DES's reallocation determination (Exhibit 1).

On March 14, 2012, I conducted a consolidated Director's review conference regarding the allocation of the following positions within DES:

Marc Hansen	(ALLO-11-094)
Dixie Hayes	(ALLO-11-095)
Jon Lund	(ALLO-11-096)
Mike Chase	(ALLO-11-090)
Chris Malloy	(ALLO-11-097)

Present for the Director's review conference were Dixie Hayes, Marc Hansen, Chris Malloy, Brian Earl, Graphics Communications Conference, Local 767M, and Tony Brown, DES-HR.

Rationale for Director's Determination

The purpose of a position review is to determine which classification best describes the overall duties and responsibilities of a position. A position review is neither a measurement of the volume of work performed, nor an evaluation of the expertise with which that work is performed. A position review is a comparison of the duties and responsibilities of a particular position to the available classification specifications. This review results in a determination of the class that best describes the overall duties and responsibilities of the position. Liddle-Stamper v. Washington State University, PAB Case No. 3722-A2 (1994).

Duties and Responsibilities

Ms. Hayes works on dayshift as a journey level large press operator for the Printing Division of DES. She performs a variety of high volume, high-quality complex printing work for the Print shop, including interpreting job tickets, setting up jobs, completing press checks, and ensuring color match. She also oversees Press Assistants and/or Press Apprentices as assigned.

The PDF for Ms. Hayes' position, effective October 1, 2011 describes her duties and responsibilities as follows:

- 90% Journey press operator will spend 90% of their time assigned to various sizes and types of printing presses, working under minimum supervision. Performing all aspects of high volume high quality complex printing. Including job ticket interpretation, job setup, press checks, color match through entire run, making all necessary adjustments to ensure the highest quality printed product in timely manner. Overseeing press assistants and or press apprentices as assigned. Exhibiting thorough competence in the key areas of safety, maintenance, ink systems operation, press operation, troubleshooting, and quality control. Follow Printflow schedule and use Monarch to accurately track work.
- 5% The journey press operator will spend 5% of their time loading paper for printing, relocating paper stock and other printing supplies, this is done by lifting, bending, twisting, squatting, walking, carrying using a pallet jack or forklift.

- 3% The journey press operator will spend 3% of their time developing working relationships with other press, prepress and bindery personnel for the purpose of learning about and understanding layout, pagination, creep, trap, when to run perfect, when to run sheetwise paper grain, window framing, folding, offset from clamp pressure and other problems that can be recognized in time to prevent higher costs or delays to the production process.
- 2% The journey press operator may spend 2% of their time learning about the entire Department of Printing, how jobs are produced from start to finish. About entering time on shop floor, Design, Customer Service and Planning and other Departments.

During the review conference, Ms. Hayes clarified she works on the Heidelberg Press. The Heidelberg is a 40" by 28" sheet-fed press capable of performing "perfecting" two-color and "inline" four color processing.

Ms. Hayes clarified the term "perfecting press" means the press prints the first side and then flips the sheet over internally and prints the other side so that it is complete after running through the press one time. She clarified "inline" printing is used for four-color processing which requires manually turning the printed sheets over after the first run to print the other side.

Ms. Hayes stated that the Pre-Press unit develops the plates which are used on the Heidelberg. The Heidelberg has a Color Panel Console (CPC) which is used to assist in preparing the ink-key settings prior to each job run. Ms. Hayes clarified that she and the other large press operators do their own roller maintenance which includes maintenance for up to thirty rollers on the Heidelberg press. She checks bearings, cleans and reinstalls rollers, and changes filters.

Summary of Ms. Hayes's Perspective

Ms. Hayes asserts there is no class in the general government classification system which fully and accurately describes her duties and responsibilities for her work as a journey level press operator on presses over 22 inches. Ms. Hayes asserts her duties exceed the requirements of the general government classifications in general and the Offset Press Operator specifically. Ms. Hayes asserts the Offset Press Operator class does not address the volume of work and the level of technical complexity required to work on a perfecting press. Ms. Hayes asserts a new class needs to be created to adequately describe the full scope of her printing-related duties.

Summary of DES's reasoning

DES acknowledges the existing general government job classes may not provide a perfect fit for the unique functions assigned to employees operating equipment in the print shop. However, DES asserts that of the available class specifications within the general government classification system, the Offset Press Operator class best fits Ms. Hayes's position.

Class Specifications

When comparing the assignment of work and level of responsibility to the available class specifications, the class series concept (if one exists) followed by definition and distinguishing characteristics are primary considerations.

Comparison of duties to Printer-Lithographer

The Definition for this class states:

Perform journey-level work in the setup and operation of offset presses capable of four-color processes which have three or more ink form rollers and larger offset presses.

The Distinguishing Characteristics for this class states:

Under general supervision, set up and operate offset presses capable of four-color processes which have three or more ink form rollers and larger offset presses. Set up operate a variety of machines such as power cutters, folders, a variety of binding machinery, electronic composing and image setting equipment, horizontal process cameras, and related production equipment. Positions in this class must have a thorough knowledge of at least one of the following categories: Printer (composition and pre-camera layout), Camera/Stripper, Press or Bindery.

Ms. Hayes's position is generally described by this class. Ms. Hayes performs journey-level press operator work the Heidelberg four-unit press capable of four-color processing. However, her position does not include responsibility for setting up and operating a variety of machines such as power cutters, folders, binding machinery, electronic composing and image setting equipment, horizontal process cameras, and related production equipment. For this reason her position should not be allocated to this class.

Comparison of Duties to Offset Press Operator

The Definition for this class states:

Operate and maintain offset press equipment 25 x 38 or larger.

The Distinguishing Characteristics for the class state:

Positions in this class perform journey level press work including four-color process.

Ms. Hayes performs a variety of very specialized tasks that are unique to specific types of printing press equipment she works on and the technical aspect of her job requires specialized skills to perform her work. However, based on the job classes currently available within the general government classification system to allocate Ms. Hayes's position, the overall thrust of her position, and the majority of her duties as a whole, falls within the scope and level of responsibility stated in the Definition of this class.

Ms. Hayes's position meets the primary requirement of this class of operating and maintaining offset press equipment 25 x 38 or larger which includes performing four-color processing. The Heidelberg press Ms. Hayes works on has a maximum sheet size of 40 x 28 inches and includes four-color processing.

Ms. Hayes performs a variety of high volume, high-quality and complex printing press work. As stated in the definition for this class, she performs journey-level work operating and maintaining

the large and complex Heidelberg four-color printing press, capable of printing of materials up to a maximum sheet size of 40 x 28 inches.

Although the Typical Work examples do not form the basis for an allocation, they lend support to the work envisioned within a classification. The following provides an example of the level of work assigned to the Offset Press Operator class, as stated on the class specification:

Set up, feed, and operate a 25 x 38 or larger offset press which may include four-color process and complex technical illustrations;

Inspect and maintain proper quality of printed material; make necessary machine adjustments and repairs;

Insure proper feed and process count;

Inspect and install zinc printing plates; apprise Photolithographers of defects, and install corrected plates;

May mix inks for proper color and shade;

May direct work of press helpers and other personnel;

Ms. Hayes's duties are consistent with these statements. Ms. Hayes sets up, feeds, and operates a large and complex 40 x 28 inch, four-color press. She produces a variety of complex and technical products including posters, books, and other products. She inspects and maintains proper quality control of printed materials. She stated during the review conference that she manually sets and adjusts ink keys for proper color and shading. She also inspects and installs metal printing plates and works with and appraises the Pre-Press unit if corrections are needed due to plate defects. Ms. Hayes makes necessary adjustments and repairs to the Heidelberg press, ensures proper feed and process count, and she directs the work of a press assistant during her shift.

When determining the appropriate classification for a specific position, the duties and responsibilities of that position must be considered in their entirety and the position must be allocated to the classification that provides the best fit overall for the majority of the position's duties and responsibilities. See *Dudley v. Dept. of Labor and Industries*, PRB Case No. R-ALLO-07-007 (2007).

While this class does not fully address the level and degree of complexity of work performed by Ms. Hayes in operating the Heidelberg press, based on the overall duties and responsibilities assigned to her position, effective October 1, 2011, the class which most closely matches Ms. Hayes's position is the Offset Press Operator.

It is clear Ms. Hayes performs skilled work in a professional manner. A position's allocation is not a reflection of performance or an individual's ability to perform higher-level work. Rather, it is based on the majority of work assigned to a position and how that work best aligns with the available job classifications. Based on the level and scope of the overall duties and responsibilities assigned to Ms. Hayes's position, the Offset Press Operator classification is the best fit.

Appeal Rights

RCW 41.06.170 governs the right to appeal. RCW 41.06.170(4) provides, in relevant part, the following:

An employee incumbent in a position at the time of its allocation or reallocation, or the agency utilizing the position, may appeal the allocation or reallocation to . . . the Washington personnel resources board Notice of such appeal must be filed in writing within thirty days of the action from which appeal is taken.

The mailing address for the Personnel Resources Board (PRB) is P.O. Box 40911, Olympia, Washington, 98504-0911.

You may file in person at 521 Capitol Way South, Olympia, Washington. Fax number (360) 586-4694.

For questions, please call (360) 664-0388.

If no further action is taken, the Director's determination becomes final.

c: Dixie Hayes, DES
Brian Earl, GCC
Tony Brown, DES
Lisa Skriletz, OSHRD

Enclosure: List of Exhibits

Dixie Hayes v DES ALLO-11-095

List of Exhibits

1. Request for Director's Review Form for Dixie Hayes, received October 14, 2011.
2. Reallocation decision letter for Dixie Hayes from DES dated October 1, 2011.
3. Position Description Form in effect on October 1, 2011.
4. Printer-Lithographer Class Specification, 207O.
5. Offset Press Operator Class Specification, 207K.